



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, 4TH INFANTRY DIVISION (MECHANIZED)
FORT HOOD, TEXAS 76544

AFYB-CG

19 January 2007

MEMORANDUM FOR 4TH Infantry Division Leaders

SUBJECT: "What I Stand For"

1. As we get to know each other it is important you have insight into how I think and "What I Stand For." The following is provided for your consideration and gets you into my head.

2. Leadership

- a. Must understand how to follow before you can lead our Soldiers.
- b. Our Officers and Sergeants should "Be Like Mike."
- c. Leaders always with the led...Not inside an office in front of a computer.
- d. "Walk the Walk" (tough, competent, confident with heart).
- e. Ruthless adherence to standards...Moral courage to always to do the Right Thing.
- f. Best Army leaders are those who are experts in their trade and tactically grounded.
- g. Two-way loyalty is a key component of all this.
- h. An empowered chain of command works best...I trust our Officers and NCOs.

3. People.

- a. I am a spiritual man.
- b. Save the best part of myself for when I walk through my front door at night to Diane and the kids. I make every effort to sit down and eat dinner each night with my family.
- c. No particular hobbies...Spend my "free" time with family.
- d. I believe in diversity...It is one of the great American strengths.
- e. Soldier Families are foremost in just about all my decisions...I capitalize "Soldier Families" in all correspondence. Take care of the Family and the Family will work with us in taking care of the Soldier.
- f. I will visit Single Soldier barracks rooms on weekends. We own the barracks.
- g. I routinely visit Dining Facilities.

h. No "Open Door Policy." Instead, I manage an "Open Sidewalk" Policy whereby I can be approached anytime, anywhere or anyplace.

i. My first question when approached by a Soldier concerning an issue: "Have you talked to your sergeant and lieutenant about this?"

j. We (Diane and I) enjoy the opportunity to interact with your Families and hope you invite us to Family Support Group sessions.

k. My wife and I want to get to know you and your Families...Invite us to your functions...We will make every attempt to attend.

l. Love sports, especially college football. Played quarterback at the University of Southern Mississippi.

m. Diane and I will personally monitor our wounded on medical hold.

4. Training.

a. First sentence of my duty description: Senior Division Trainer.

b. If you cannot find me it is probably because I am training Soldiers.

c. The single most important thing you do is train in preparation for the next deployment. Leave no doubt in your mind on this point.

d. We will train hard to standard without compromise.

e. I am opposed to Home Station weekend training...We must fight to protect this time for Soldiers and Families.

f. Everything is Task-Condition-Standard based.

g. Small Arms weapons training standard: "Expert."

h. At my first QTB I want battalion commanders to brief me on their Family Readiness Group to include training and scheduled events.

i. I run PT six days a week...Best routine team builder we have and I expect to see all leaders present for duty.

j. During PT I look for company guidons and the company commander...All guidons on Battalion Avenue (or the equivalent at Fort Carson) located at the front of a formation (squad, platoon or company) along with the company commander...Leading from the front.

k. I attend company training meetings and consider it the single most important weekly action.

l. I will constantly ask commanders to talk me through their Leader Training Program.

5. Communicating.

- a. I will not communicate with you via email...We will do it the old fashioned way Soldier-to-Soldier in person or via telephone.
- b. See my Garrison CCIR...Note it is simple yet clear.
- c. I "appreciate" bad news and will not crush the messenger. Talk to me when something bad happens and we will work through it together.
- d. Send me a SITREP every two weeks or so.
- e. I am not impressed with foul language.
- f. I enjoy open discussion...I am a pretty good listener.

6. Readiness and Maintaining.

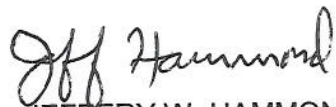
- a. I am the Division Maintenance and Deployment Readiness Officer.
- b. Officers should have a set of coveralls and wear as uniform in the motor pool.
- c. Army Maintenance: Disrespect your equipment and your equipment will disrespect you.
- d. No room for error in our maintenance programs...Precision is critical and we must pursue perfection in caring for our equipment.
- e. Officers must be experts in their vehicle platforms and weapon systems...
- f. Small rear detachments....I repeat, Small rear detachments.
- g. Must have high quality FRG NCO LNO's.

7. Combat Readiness through Force Protection.

- a. It is a leadership responsibility to prevent accidents...I believe all accidents can be prevented if the leaders are actively engaged and accountable.
- b. Engaged leadership is the key to accident mitigation.
- c. We know accountable leaders, engaged at the correct/appropriate echelon immediately save lives and promote change in our Soldier's culture, instinct and intuition.
- d. The Army is losing Soldiers in combat every 26-hours. When we take a holistic look at Soldier fatalities (combat and non-combat) we discover a Soldier dies every 11-hours.
- e. Someone always know beforehand with respect to a Soldier accidental fatality...Engaged leaders can make the difference between someone in the know and preventative action.

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8. Nothing further...Will add to this list over time and refer to it as well when necessary.

A handwritten signature in black ink, appearing to read "Jeff Hammond". The signature is fluid and cursive, with the first name "Jeff" and last name "Hammond" clearly distinguishable.

JEFFERY W. HAMMOND
Major General, GS
Commanding